

27 Aug 01

DEPARTMENT OF THE AIR FORCE
Aerospace Basic Course (AETC)
Maxwell Air Force Base, Alabama 36112

LESSON PLAN

**A2210 - FUNDAMENTALS OF TEAM BUILDING
AND PROBLEM SOLVING**

CONTENTS

<u>Title</u>	<u>Page</u>
Record of Changes	
Educational Goal.....	A2210-G-1 thru A2210-G-2
Instructional Plan	A2210-P-1 thru A2210-P-15
Attachments	A2210-A-1

RECORD OF CHANGES

CHANGE NUMBER	REMARKS
New Lesson plan	Replaces lesson 2305 dated 8 Aug 00

SUMMARY OF CHANGES

EDUCATIONAL GOALS

A2000 Area Objective: Apply leadership skills to influence and direct people and resources to accomplish the mission.

A2200 Phase Objective: Apply effective Teambuilding and Problem Solving skills.

A2210 FUNDAMENTALS OF TEAMBUILDING AND PROBLEM SOLVING

Lesson Objective 1: Comprehend the COG's model of group development.

Sample of Behavior:

(R/S) 1.1 - Know the five stages of the COG's Ladder Model of group development.

(R/S) 1.2 - Comprehend the COG's Ladder model of group development.

Lesson Objective 2: Know the seven essential building blocks needed for successful team building.

Samples of Behavior:

(R/S) 2.1- List the seven essential building blocks needed for successful team building.

(R/S) 2.2 - Describe the seven essential building blocks needed for successful team building.

Lesson Objective 3: Comprehend the Six-step Problem Solving Process.

Sample of Behavior:

(R/S) 3.1- Explain how a problem is solved using the Six-step Problem Solving Process.

Lesson Description: This lesson consists of a basic explanation of the COG's Ladder model of group development, emphasizing the stages the students may have already experienced in previous groups as a launching point for recognizing

the subsequent stages. Next, the instructor will discuss the seven essential building blocks of active team building and how the students should recognize when one of the elements of team building is missing. Students will be encouraged to exchange ideas of what can be done if one of those elements is missing and how groups can work to achieve team identity. Then, the instructor will talk about the major problems groups face and what they might do about them. Finally the instructor will cover a Six-step problem solving process that students can use when they encounter a problem.

Prerequisite: None

Preparation:

Read A2210-R-1 thru A2210-R-5

Rationale/Linkage: This seminar illustrates the formal aspects of teambuilding and problem solving. The lesson gives the students the vocabulary to discuss the various aspects of group dynamics and teambuilding they will experience at ABC. It also provides a problem solving process they can utilize in ABC and in problems that they can encounter in their everyday life.

INSTRUCTIONAL PLAN

- 1. TITLE AND LENGTH OF SEMINAR:** Fundamentals of Team Building and Problem Solving (1:30)
- 2. RELATION TO OTHER INSTRUCTION:** This lesson provides students with the information necessary to understand what happens in all of the teambuilding exercises as well as recognizing their development as a team.
- 3. GENERAL METHOD OF INSTRUCTION:**

a. Presentation Method: Guided Discussion

b. Time Outline:

Segment Time	Total Time	Description
0:02	(0:02)	Introduction
0:10	(0:12)	“Officer and a Gentlemen” Video
0:30	(0:42)	MP I: Group Development
0:15	(0:57)	MP II: Team Building
0:30	(1:27)	MP III: Six-step Problem Solving Process
0:03	(1:30)	Conclusion

c. Instructor Preparation:

- Read A2210-R1-1 thru A2210-R1-5
- Review lesson plans, slides, and video

d. Instructor Aids/Handouts:

- Video Clip: “An Officer and a Gentleman”
- A2210-A-1: Instructor Team Fundamentals Guide

e. Student Preparation:

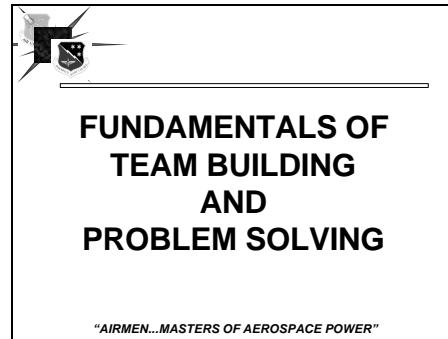
- Read A2210-R1-1 thru A2210-R1-5

f. Strategy: This instruction is a straightforward lesson on group dynamics. Relate all aspects of COG's Ladder, team building fundamentals, and problem solving process to the students' future experiences in their flight. The more you can 'connect' with each of the concepts, the more you are able communicate each idea.

4. DETAILS OF INSTRUCTION:

a. Introduction 0:02 (0:02)

[SLIDE]

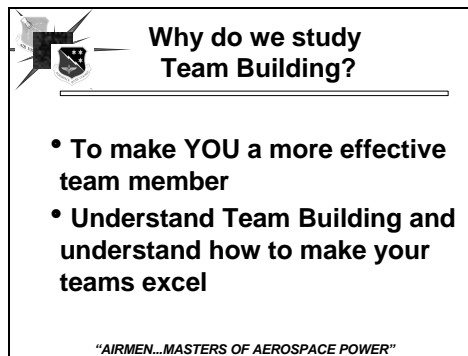


Attention: (Officer and a Gentleman Clip) 0:10 (0:12)

{Instructor Note: Introduce the video. You will see two clips, the first shows ...and the second clip shows...}

What was the difference between the first attempt at the course and the second attempt at the course in this clip? *{Instructor note: rhetorical question}*
TEAMWORK!! Sometimes it is more important to work as a team than it is to achieve individual accomplishment. In some things in life, it doesn't matter how well you do on your own, if the objective of the exercise is for everyone to finish the course.

[SLIDE]

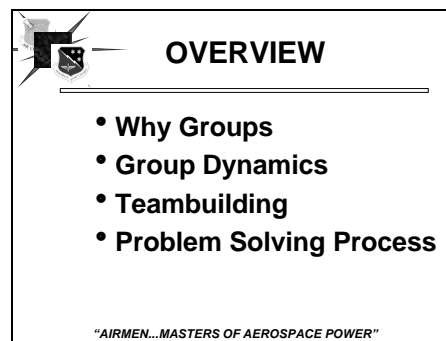


1) //Motivation//

Why are team building and problem solving important enough to devote curriculum time to their study?

You can be the best fighter pilot in the world, the best civil engineer, the best computer programmer, the best heart surgeon, but without a team to assist you, you are not as effective as you could be. This lesson will give you some tools you need to help you build an effective team and solve problems that your team might run into. Maybe more than any other lesson in ABC, it's important to take the knowledge you gain from this lesson with you when you leave here.

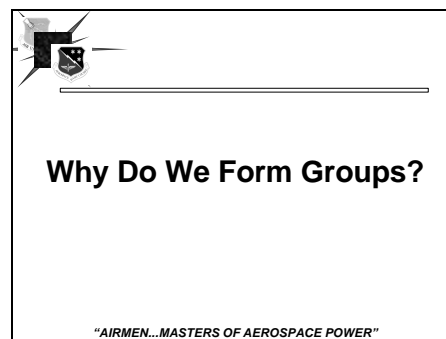
[SLIDE]



2) //Overview//

We are going to be talking about three topics today: group development, team building, and problem solving. **Recognize, there are many theories and models out there. We've chosen some of the simple ones that seem to work very well.** Before we discuss these topics though, we are going to discuss why we form groups at all.

[SLIDE]



LOQ: Why do we form groups?

AR:

- Survival Needs (easier to hunt in groups)
- Psychological Needs (affection, inclusion)
- Informational Needs (groups can validate our beliefs)
- Interpersonal Needs (social support)
- Collective Needs (sometimes tasks are just too big for an individual to handle alone)

Of all these reasons, the one that concerns us most as military members is the collective reason. Most of the tasks we do in the military are simply too big or complex for an individual to handle alone. While every individual has his or her key part in any operation, the collective or overall success is determined by the smooth orchestration of all actions together.

(TRANSITION): OUR ORGANIZATION, FLIGHT/SQUADRON/GROUP/WING, IS BASED ON GROUPS AND THEIR INTERACTION. YOUR CAREER WILL PROBABLY INVOLVE A TEAM OR GROUP OF SOME KIND, SO IT IS IMPORTANT THAT YOU UNDERSTAND HOW TO MAKE THE MOST OF YOUR TEAM. THAT'S WHY WE ARE GOING TO DISCUSS GROUP DEVELOPMENT AND COG'S LADDER.

b. MP I: Group Development 0:30 (0:42)

[SLIDE]



{Instructor Note: Students might ask why we are not using the FORMING/STORMING/ NORMING/PERFORMING/ADJOURNING model. This model is used frequently, but it talks about what a group does as a whole rather than what goes on inside the group. The COGs model discusses what goes on inside the group.}

LOQ: What is the COG's Ladder?

AR:

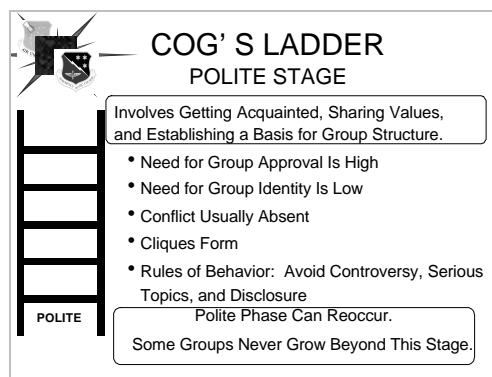
- A model of how group members interact
- A five-stage model that describes groups

FUQ: What is the first stage of COG's Ladder?

AR:

- The Polite Stage

[SLIDE]



FUQ: What are some of the characteristics of this stage?

AR:

- Cliques form
- Group identity low
- Everyone tries to “be nice”
- Hidden agendas remain hidden

[BUILD] *{Instructor note: This will show characteristics}*

FUQ: Why should we care if a group never leaves the polite stage?

AR:

- Less than optimal solutions are arrived
- No one has a vested interest in the group

FUQ: How does a group leave the first stage and move onto the second stage?

AR:

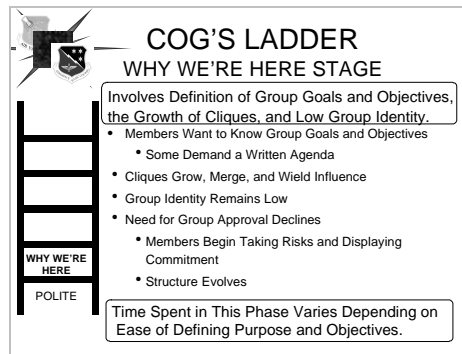
- Just start to talk about what the group is doing

FUQ: What is the second stage?

AR:

- The Why We're Here Stage

[SLIDE]



FUQ: What are the characteristics of this stage?

AR:

- Group goals and objectives are set
- Cliques grow and start to influence actions
- Group identity still low

[BUILD] *{Instructor note: This will show characteristics}*

FUQ: What happens if a group never goes through a Why We're Here Stage?

AR:

- Often work in opposite directions because of individual or opposing goals
- Never achieve a unified purpose

FUQ: How does a group grow from the Why We're Here Stage?

AR:

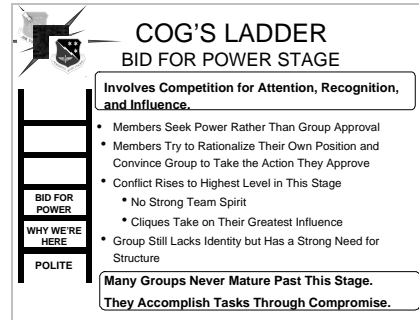
- Once the purpose of the group is known, people will start to compete with each other to get their opinions and ideas known

FUQ: What is the third stage?

AR:

- The Bid for Power Stage

[SLIDE]



FUQ: What are the characteristics of this stage?

AR:

- Struggle for leadership
- Conflict is highest of any stage
- Not much cooperation
- No strong team spirit
- People who contributed during earlier stages may not contribute in this stage
- Wide range of participation by group members

[BUILD] *{Instructor note: This will show characteristics}*

FUQ: What happens to a group that remains in a Bid for Power Stage?

AR:

- Can arrive at workable, but not optimal decisions
- Struggle for power will result in destructive forces in the group

FUQ: How can a group grow past this stage?

AR:

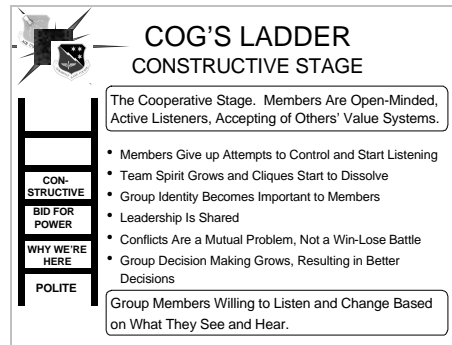
- Listen to each other and try to cooperate

FUQ: What is the fourth stage?

AR:

- The Constructive Stage

[SLIDE]



FUQ: What are the characteristics of this stage?

AR:

- Characterized by an attitude change
- Fewer efforts at control and more active listening
- Team spirit starts to build
- The group accepts creative suggestions
- Cliques dissolve and leadership becomes shared

[BUILD] *{Instructor note: This will show characteristics}*

FUQ: What would keep a group from moving to the next stage?

AR:

- Chemistry of the group might not be right
- Problem is solved before the group has a chance to get to the last level

FUQ: How can a group move past the constructive stage?

AR:

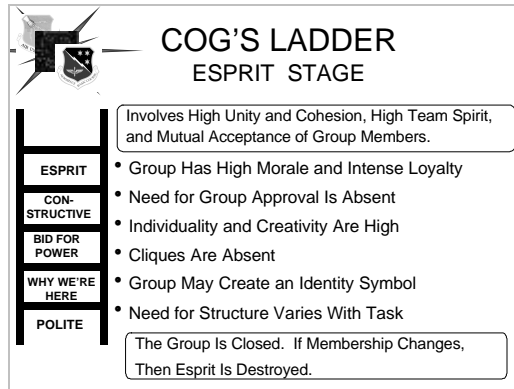
- Group members must have the right chemistry and decide unanimously to move to the next level

FUQ: What is the last stage?

AR:

- The Esprit Stage

[SLIDE]



FUQ: What are the characteristics of this stage?

AR:

- Highest level of performance
- Intense group loyalty and identity
- Group is able to accomplish more than expected

[BUILD] *{Instructor note: This will show characteristics}*

FUQ: What happens if a new person is introduced to the group at this stage?

AR:

- Unity will be at least temporarily destroyed
- The group will have to grow to this stage again

FUQ: What stage of COG's Ladder do you think your group is in now?

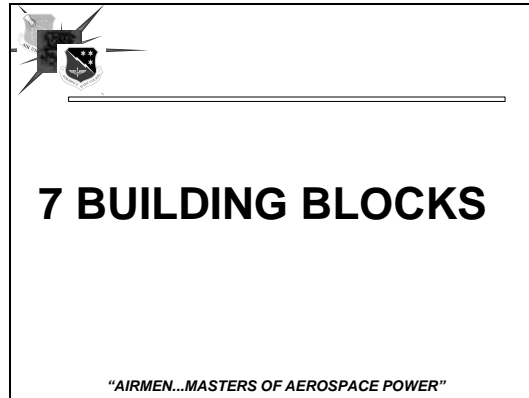
{Instructor note: Answers will vary. A good question to ask throughout the course to get students to recall the model and apply it to their situation}

(TRANSITION): NOW YOU KNOW WHAT THE STAGES OF GROWTH ARE THAT A GROUP CAN GO THROUGH. BUT KNOWING THESE STAGES DOESN'T NECESSARILY MEAN YOU'LL HAVE AN EFFECTIVE

TEAM. TO BE AN EFFECTIVE AND EFFICIENT TEAM YOU HAVE TO WORK AT TEAM BUILDING.

c. MP II: Team Building 0:15 (0:57)

[SLIDE]



LOQ: In you own words, what is team building?

AR:

- Effort to improve problem-solving ability among team members
- Activities to improve communication and cooperation in a team
- Helping a team to be an effective and efficient unit which maximizes the resources of its members

FUQ: Why is team building important?

AR:

- We want to try to get our groups to the most productive “esprit” stage and teambuilding can help us get there

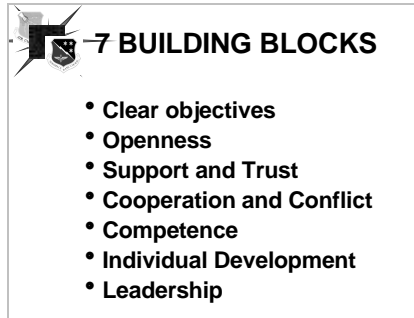
LOQ: What are the seven building blocks for teams that you read about?

AR:

- Clear objectives
- Openness
- Support and trust
- Cooperation and conflict
- Competence
- Individual development

- Leadership

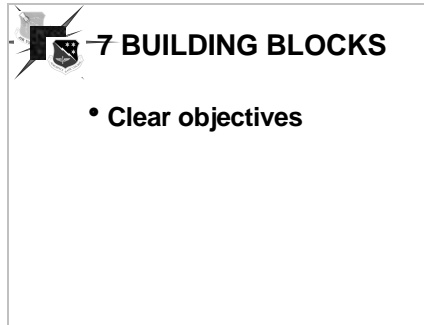
[SLIDE]

A slide titled "7 BUILDING BLOCKS" with a graphic of a building block with a starburst. The slide lists seven bullet points: Clear objectives, Openness, Support and Trust, Cooperation and Conflict, Competence, Individual Development, and Leadership.

7 BUILDING BLOCKS

- Clear objectives
- Openness
- Support and Trust
- Cooperation and Conflict
- Competence
- Individual Development
- Leadership

[SLIDE]

A slide titled "7 BUILDING BLOCKS" with a graphic of a building block with a starburst. The slide lists one bullet point: Clear objectives.

7 BUILDING BLOCKS

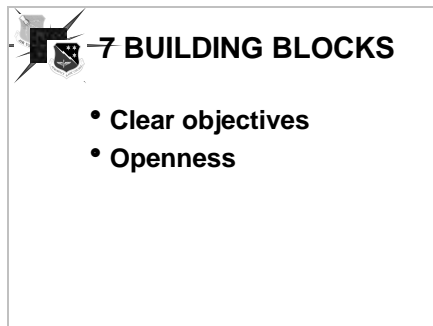
- Clear objectives

FUQ: What do we mean by clear objectives?

AR:

- Group goals must be clear so that everyone in the group understands where the group is headed
- Different individual objectives or misunderstanding of group objective can detract from the group accomplishment

[SLIDE]

A slide titled "7 BUILDING BLOCKS" with a graphic of a building block with a starburst. The slide lists two bullet points: Clear objectives and Openness.

7 BUILDING BLOCKS

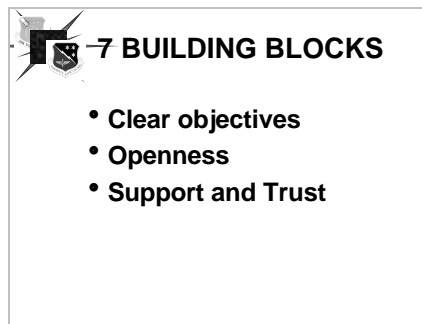
- Clear objectives
- Openness

FUQ: What do we mean by openness?

AR:

- To be effective, everyone in the group must be open; they must contribute ideas and feel free to speak
- Everyone must feel that they can toss an idea on the table
- You want to be able to capitalize on everyone's creativity and talents
- You must be able to get everyone's opinion and deal with any confrontation or differences of opinion

[SLIDE]

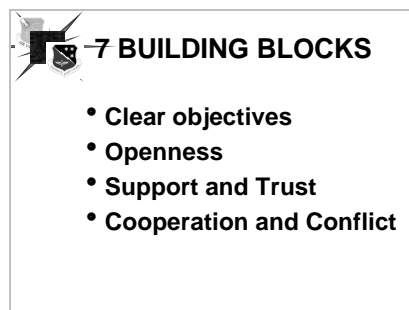


FUQ: What do we mean by support and trust?

AR:

- Trust is confidence in the integrity, ability and good character of the other group members
- Support is the willingness to back up other group members and give them reassurance when they might need it
- Group members must trust each other to feel free to contribute their ideas and suggestions
- Without trust you cannot get real cooperation

[SLIDE]

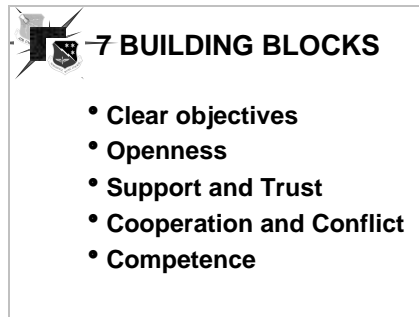


FUQ: What do we mean by cooperation and conflict?

AR:

- Cooperation means working together for a common purpose
- Conflict is friendly disagreement
- If a group doesn't have conflict, why have the group together (no conflict usually means no differences of opinion)
- Competition allows group growth
- Instead of one person losing for another person to win, you cooperate and take the best of everyone's ideas
- If properly managed, it often results in better solutions

[SLIDE]

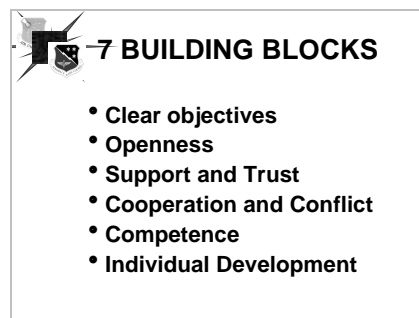


FUQ: What do we mean by competence?

AR:

- The best group is useless unless the individuals in the group have the required skills
- Even a high-spirited group in the constructive stage will lose a competition if nobody knows how to play the game

[SLIDE]



FUQ: What do we mean by individual development?

AR:

- The group needs to offer something to each group member
- Members should be challenged to push their limits and excel

[SLIDE]



FUQ: What do we mean by leadership?

AR:

- Leadership (formal or informal) is needed to influence and motivate others to attain the group objectives
- If one of these other blocks is missing, the leader needs to find a way to incorporate that block
- Leadership is often needed to bring a group from one stage of COG's ladder to another

FUQ: Why do we want you to know what these seven building blocks are?

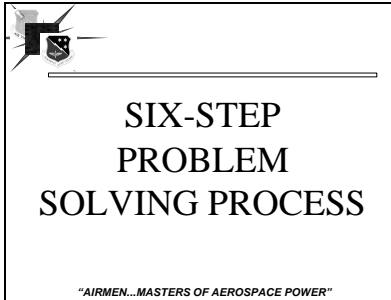
AR:

- So we can recognize what's happening to our team and know what to do to move the team forward
- So we can work to include the missing blocks if any are missing

(TRANSITION): NOW THAT YOU KNOW HOW TO RECOGNIZE WHAT STAGE A GROUP IS IN AND WHAT BUILDING BLOCKS ARE USUALLY REQUIRED FOR AN EFFECTIVE TEAM, IT IS TIME TO TALK ABOUT A PROCESS TO USE WITHIN THAT EFFECTIVE TEAM TO SOLVE ANY PROBLEMS THE TEAM MIGHT FACE.

d. MP III: Six-step Problem Solving Process 0:30 (1:27)

[SLIDE]



LOQ: What is the Six-step Problem Solving Process?

AR:

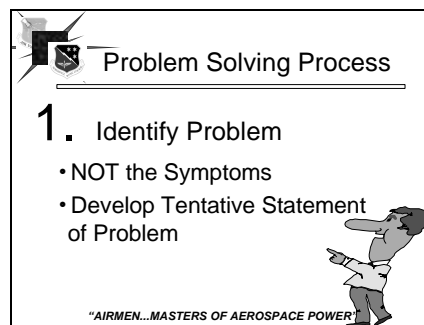
- A systematic way to reach quality group decisions
- A tool to help solve difficult problems that a group might be confronted with

LOQ: What is the first step of the process?

AR:

- Identify the problem

[SLIDE]



FUQ: What does this step consist of?

AR:

- Finding the true problem, not just the symptoms
- Ensuring that the entire group understands the problem

FUQ: Why is this step possibly the most important step?

AR:

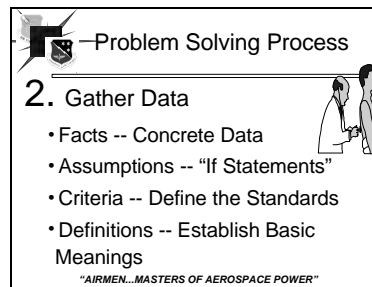
- Without a clear statement of the problem, any work done by the group might be worthless
- You can't arrive at a solution if you don't know the problem

LOQ: What is the second step of the process?

AR:

- Gather the data

[SLIDE]



FUQ: What does this step consist of?

AR:

- Gathering all facts assumptions, criteria, and definitions involved with the problem
- Clearly stating assumptions
- Ensuring that the group agrees on known facts, assumptions, and basic meanings

FUQ: When do you know you have gathered all the data?

AR:

- You don't. This step continues throughout the problem solving process
- You will rarely have all of the data that you would like

FUQ: Why is it important for everyone to understand the assumptions and definitions?

AR:

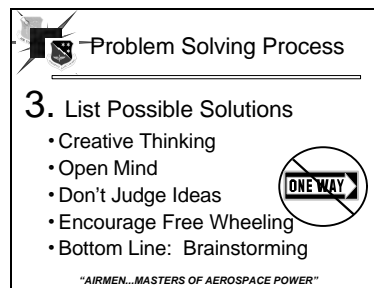
- Any misunderstandings will result in lost productivity, group members will think they are working toward the common goal when they are actually not.

LOQ: What is the third step of the process?

AR:

- List possible solutions (Brainstorming)

[SLIDE]



FUQ: What does this step consist of?

AR:

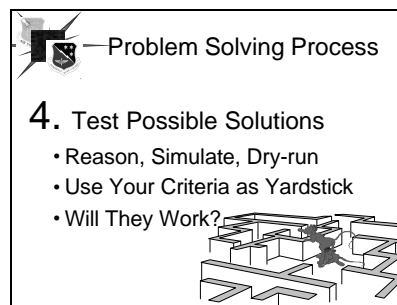
- Creative brainstorming ideas work well for listing solutions
- Everyone must keep an open mind to ensure that all possible solutions are on the table

LOQ: What is the fourth step of the process?

AR:

- Test possible solutions

[SLIDE]



FUQ: What does this step consist of?

AR:

- Testing some of the better solutions to see if they will work

- Simulations and dry runs work well for testing
- Must use your criteria as a yardstick for the testing

FUQ: Why is this step important?

AR:

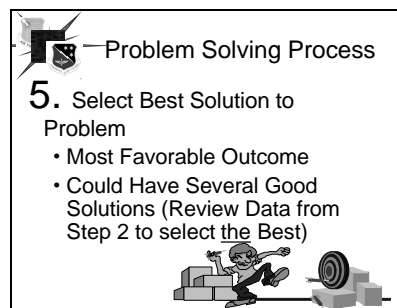
- This step allows you to consider the uncertainties and probable outcomes for each possible solution

LOQ: What is the fifth step of the process?

AR:

- Select the best solution

[SLIDE]



FUQ: What does this step consist of?

AR:

- Selecting the solution that you will use

FUQ: What is important about this step?

AR:

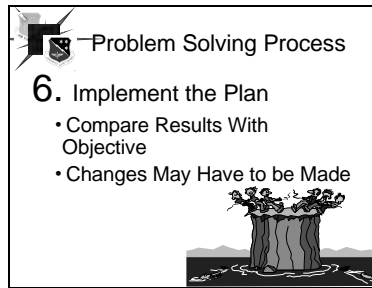
- Helps fine tune solution to most efficient use of resources and personnel

LOQ: What is the sixth step of the process?

AR:

- Implement the plan

[SLIDE]



FUQ: What does this step consist of?

AR:

- Putting the plan into action
- Comparing the actual results with the objective
- Evaluating the effectiveness of your plan

FUQ: What do you do if your solution doesn't work as planned or doesn't meet the objectives?

AR:

- Start over at step one and reevaluate your thinking

LOQ: Why is the Six-step problem solving process important to us?

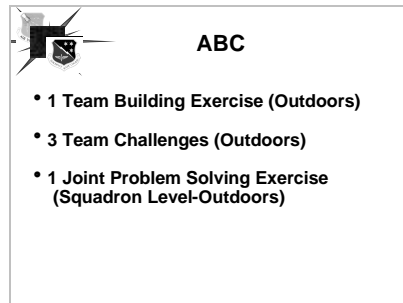
AR:

- Provides a systematic way to arrive at a group solution to the problem
- Helps when groupthink tries to take over rational thought processes

(TRANSITION): YOU WILL HAVE SEVERAL CHANCES TO USE THE SIX-STEP PROBLEM-SOLVING PROCESS WITHIN YOUR FLIGHT TO MEET THE CHALLENGES OF ABC. TAKE ADVANTAGE OF THIS OPPORTUNITY TO PRACTICE AND CRITIQUE YOURSELVES SO YOU WILL BE READY TO APPLY THIS TECHNIQUE AT YOUR UNIT. SO WHAT ARE THE CHALLENGES YOU'LL FACE HERE?

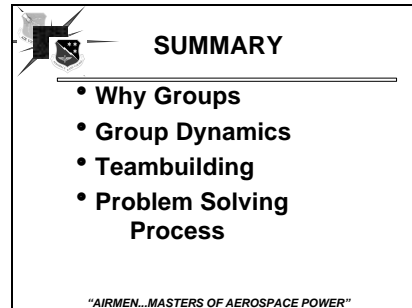
e. Conclusion 0:03 (1:30)

[SLIDE]



Your flight will be challenged with many different tasks. Each emphasizes a different aspect of the teambuilding process and through feedback you'll learn how to recognize these concepts and apply them in subsequent activities here and then throughout your career.

[SLIDE]



Summary: In summary, today we talked about group development and the 5 stages of COG's Ladder, seven building blocks for teams, and the Six-step Problem Solving Process. Now I want you to recap the information for me:

LOQ: For review, what are the five stages of COG's Ladder?

AR:

- The polite stage, why we're here, the bid for power, the constructive stage and then if you're lucky, the esprit stage.

FUQ: What are the seven building blocks for teams?

AR:

- Clear objectives, openness and confrontation, support and trust, cooperation and conflict, competence, individual development, and leadership

FUQ: What are the six steps of the problem solving process that we looked at?

AR:

- Identify the problem, gather the data, list possible solutions, test possible solutions, select the best solution, and implement the plan

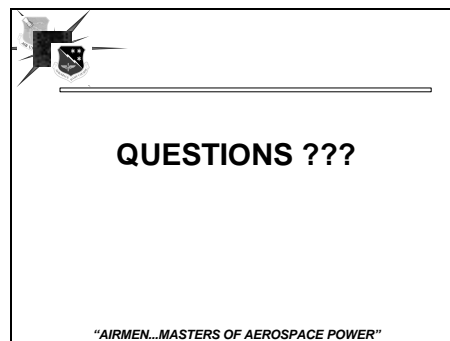
//Remotivation//

Remember, I started this class by saying that this may be one of the most important lessons you've had either in your pre-commissioning or here at ABC because it applies to any career field you go to and over the entire length of your career. You can be the best in the world at what you do but unless your able to do it in a vacuum you'll likely fail if your don't know how to be a team member and a team leader.

//Closure//

Now, we've barely scratched the surface of these topics today. What we have done is establish a framework and some common vocabulary we can use throughout this course to discuss and develop our teamwork and problem solving abilities. Keep this material in mind—you'll need to apply it numerous times here at ABC and afterwards.

[SLIDE]



Are there any questions?

Instructor Team Fundamentals Guide

Use this card as a reminder of the Fundamentals of Team Building and Problem Solving. The information on this card should be used for every team activity debrief.

COG's Ladder

Stage 1: Polite Stage

Stage 2: Why We're Here Stage

Stage 3: Bid for Power Stage

Stage 4: Constructive Stage

Stage 5: Esprit Stage

Seven Building Blocks

- Clear objectives
- Openness
- Support and trust
- Cooperation and conflict
- Competence
- Individual development
- Leadership

Six-step Problem Solving Process

1. Identify the Problem
2. Gather the Data
3. List Possible Solutions
4. Test Possible Solutions
5. Select Best Solution to the Problem
6. Implement the Plan